TUESDAY, AUGUST 23, 2005, A.M.

SESSION 20B: INTERNATIONAL SYMPOSIUM ON RECRUITMENT AND EARLY CAREER DEVELOPMENT PROGRAMS

RECRUITMENT, RESOURCES, TRAINING AND PROGRAMS
Sponsor(s): Management Section, The Metallurgical Society of CIM
Room: Neilson 3
Chair(s): M.G. KING, Noranda Inc./Falconbridge Ltd.

PAPER 20B.1 — 14:00
THE TECHNICAL RECOGNITION PROGRAM IN THE AIR LIQUIDE GROUP.
M. MEIMARI, Air Liquide Canada Inc., Canada.

The success of industrial firms is often linked to the innovative skills of it technical specialists. This is particularly true in the metallurgical sector in Canada. At the same time, interest in metallurgical careers is decreasing, a reflection of a general trend in technical careers in the industrial world.

Compared to commercial or managerial functions, technical functions are often highly industry sector specific. Hence the ability to assure a high level of competency over time requires a long-term plan and commitment to developing technical and rewarding competency from within.

To respond to this challenge, some industrial companies have created Technical Recognition Programs (TRP) to provide more formal and systematic development and recognition of technical contributors. This paper describes the main components of Air Liquide`s TRP, how it functions, and its impact on AL`s ability to attract and develop world-class technical talent. In particular, it addresses the career paths open to technical experts, how they are evaluated for progression, how AL supports and develops their competencies, and how technical leadership positions are situated in the company. Finally, it addresses how these technical roles have evolved in AL to reflect this new status.

PAPER 20B.2 – 14:30
PROFESSIONAL DEVELOPMENT PROGRAM: A COMPETENCY BASED APPROACH.
B. LOZINSKI, Hatch, Canada.

In an industry where the demographics can span up to 5 decades, recruitment and development programs must be targeted, provide an environment where people can learn and experiment, and create a culture where people are entrusted to solve client problems. The investment required to create such an environment is not small but the returns are far greater.

Creating a culture of life long learning and providing resources an environment to grow both professionally and personally is a strategic component for HATCH. A large emphasis has been placed on the recruitment and development of graduate engineers through the young Professionals Development Program (YPDP). The program develops graduate engineers during the first four years of employment and has benefited the organization by developing high skilled engineering professionals. The program includes both technical and non-technical components with an emphasis on entrepreneurial astuteness.

PAPER 20B.3 – 14:00
CAREERS IN A CHANGING WORLD.
J. GULYAS and J. PENNY, SNC Lavalin, Canada.

SNC-Lavalin is one of the leading groups of engineering and construction companies in the world. Nonetheless, like most engineering and operating companies in the mining and metallurgy sector, it is facing a shortage of experienced technical and managerial talent. Over the next several years, the industry will loose a wealth of knowledge and experience as baby boomers retire or leave their organizations to take on consulting roles. Inadequate succession planning and recruitment practices, due to industry downturns of the past and cost pressures, are now having an impact on the mining and metallurgy workforce.

Traditionally, engineering companies relied heavily on talent from operating companies. This provided them with personnel fully trained on the operations and technical side who required only project management and execution training. This source has essentially dried up and engineering companies have to modify their approach to recruitment and training.

Another factor affecting engineering companies that has been evolving over the last few years is the proliferation of complex software for most engineering applications. The challenge for engineering companies is to balance their training practices, both on and outside of projects, to address experienced engineers as well as newer graduates.

These changes necessitate a fundamental shift in the industry’s approach to training, mentorship, and career opportunities, including partnering with other companies on certain projects and more active participation in university

co-op programs. Engineering companies will also have to expand their recruiting practices to include more foreign-trained engineers and technical staff and graduates of foreign universities.

SNC-Lavalin is already active in the co-op programs of a number of institutions, and provides an annual award recognizing outstanding students from select universities across Canada and in the cities of Paris and Nantes in France. Moreover, its global network, multicultural workforce and 40 years of international experience combine to make it an ideal employer for the best foreign-trained talent.

SNC Lavalin has also established a Technical Steering Committee to minimize duplication and ensure it makes optimum use of its existing in-house talent. The Committee is charged with compiling "Best Practices" within the company to capture, for the use of all, the technical know-how and practices developed on past and current projects.

SNC-Lavalin's mining and metallurgy business is flourishing, and it is taking definitive steps to address the challenges facing the industry. It is well-placed and well-prepared to provide rewarding career opportunities to new graduates and experienced engineers for many years to come.

WRAP UP – 15:30
Panel Discussion with all presenters